

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Goodrich Corporation

Massachusetts Manufacturing Extension Partnership

Facilitating Goodrich's Transition to Lean Manufacturing

Client Profile:

Goodrich SRS is an operating unit of Goodrich Corporation and employs 200 people in Chelmsford Massachusetts. In addition, the company has 40 people in various field support positions stationed overseas. Goodrich SRS designs and manufactures fully integrated high-resolution aircraft-based camera systems for the U.S. and foreign governments and militaries.

Situation:

Goodrich's 2004 Business Plan required deployment of lean manufacturing and continuous improvement methodologies in order to be successful. The company turned to the Massachusetts Manufacturing Extension Partnership (MassMEP), a NIST MEP network affiliate, for help.

Solution:

MassMEP was hired to conduct training and practical applications in Lean Manufacturing, 5S, Value Stream Mapping, and Kaizen. A core group of individuals at Goodrich was trained and empowered to facilitate and execute the plan. Projects were selected and implemented.

Results:

- * Implemented 5S techniques in all manufacturing areas.
- * Institutionalized formal work prioritization framework/methodologies.
- * Improved planning/scheduling coordination between functional groups.
- * Achieved on-time delivery at targeted rate of 95 percent.
- * Achieved reductions on open work orders, set-up and queue cycle times at targeted rate of 50 percent.

Testimonial:

"MassMEP has played an instrumental role in helping Goodrich achieve a strategic transition from a "one-of-a-kind" engineer-to-order organization to a low-volume repetitive manufacturer of high quality/high value-added instrumentation. Through their expertise and guidance in facilitating Lean Manufacturing training and practical applications, we have been able to realize break-through results in our manufacturing execution. We will continue to rely on them as we proceed on our continuous improvement journey."

Daniel Nash, Director of Operations